

RATIONALE FOR A NEW DIVISION

In recent years, Missouri's employment and training programs have been moving in **new directions**. A new Workforce Development System has emerged with One-Stop Career Centers as its core. This new system is being designed to better serve the workforce development needs of job seekers and employers. The Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education have partnered to provide Missourians employment and training services through a One-Stop Career Center System. New partnerships have also been developed between other state agencies and local communities. The Private Industry Councils and One-Stop Interagency Teams have led the way in reforming local service delivery.

Although, One-Stop Career Centers have had some success, many of the over 90 employment and training programs remain administratively and functionally fragmented. **[Appendix p. 53]** Combining workforce development resources, eliminating duplication of service, and focusing on customer choice will increase the overall effectiveness of employment and training services through Missouri's One-Stop Career Center System. The initiative to integrate employment and training programs into a more effective workforce development system is important for job seekers and employers.

Central to the new Workforce Development System is the creation of a Division of Workforce Development. Due to the good

fit with existing economic development and workforce development activities, Governor Carnahan has directed that this new division be placed in the Department of Economic Development. A proposal to create the new division will be presented to the Missouri General Assembly for consideration in January of 1999.

The staff and functions of both the Division of Job Development and Training and the Employment Services functions within the Division of Employment Security will be consolidated to form the new Division of Workforce Development. Sixty-two employment and training programs currently administered by the two agencies will be combined into the new Division. **[Appendix p. 81]** In addition, the Division will provide job development, job placement, wage supplementation, and skills training services to clients of the Department of Social Services (contractual agreements required). The Division will also work closely with the Departments of Elementary and Secondary Education and Higher Education to ensure the activities and programs of these agencies are integrated into the new Workforce Development System.

During the summer, Congress passed and the President signed the Workforce Investment Act of 1998 (H.R. 1385). The Act has a critical and timely impact on the creation of the Division of Workforce Development. While passed after Missouri began its work, this act places a strong emphasis on integrating employment and training services through One-Stop Career Centers. There are many similarities between the concepts

promoted by the Act and those that have moved Missouri's employment and training programs in **new directions**. Creating a new Division of Workforce Development will help Missouri comply with the Act.

BENEFITS

To be responsive to Missourians' expectations for more effective government, the integration of employment and training programs and the creation of a Division of Workforce Development must result in better customer service and cost efficiencies. The One-Stop Career Center initiative should produce savings by consolidating leased facilities and reducing duplication of effort. In addition to generating savings in program operations, creation of the new Division will result in tangible benefits for job seekers and employers.

*The new Workforce Development System will benefit Missouri **job seekers** by:*

- improving customer choice in employment and training;
- developing user friendly labor market information to help make good career decisions;
- providing customer driven services at the local One-Stop Career Centers;
- matching knowledge, skills, and abilities for better job placements;
- consolidating services and information of employment and training providers;
- coordinating job counseling services for workers with personal barriers to employment opportunities; and
- providing an Internet based system for Missouri's employment and training services.

*The new Workforce Development System will benefit Missouri **employers** by:*

- developing a central location (both state and local), to gather employment and training information;
 - generating a quicker response time for recruiting qualified workers;
 - providing a single point of contact for job referrals;
 - filling job vacancies quickly and easily;
 - targeting skills and specific jobs;
 - creating a workforce that is trained to meet increasingly rapid changes in the workplace;
 - assisting in reducing turnover among employees;
 - coordinating case management services for workers experiencing personal crises; and
 - providing an Internet based system for Missouri's employment and training services.
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PRINCIPLES

As work began focusing on integrating employment and training programs, a set of principles were created to guide the effort.

The new Workforce Development System will:

- integrate employment and training programs to provide job seekers greater access to employment opportunities, training, education, and career choices;
- promote community based design of integrated One-Stop Career Centers that are flexible, simple, timely, and highly responsive to job seekers and employers;

- serve both job seekers and employers equally through the One-Stop Career Centers;
- provide accurate and easy-to-use labor market information allowing job seekers and employers the opportunity to make informed career and business decisions;
- provide job seekers employment opportunities resulting in increased economic self-sufficiency and well-being;
- provide employers a qualified workforce;
- promote strong accountability for producing customer-based results for job seekers and employers;
- be the system of choice as evidenced by expanded use by job seekers and employers; and
- provide information on current labor market trends to assist educational and training institutions in the design of their curriculums.

THE DEVELOPMENT PROCESS

A transition team was formed to assist in the design of the new Division of Workforce Development. The Workforce Development Transition Team consists of a team leader, project coordinator, communications coordinator, and a representative from the Departments of Labor and Industrial Relations, Economic Development, and Social Services. **[Appendix p. 89]**

An open forum for discussion of ideas was established to encourage local participation in the design of the new Workforce Development System. Individuals who serve job seekers and employers were encouraged to have a strong influence on planning of the new System.

Nine taskforces were created to assist in the design of the new Workforce Development System. Volunteers were solicited via the Internet and direct contact with individuals who serve job seekers and employers. Taskforce membership was diverse, to ensure a balanced perspective. The 160 taskforce volunteers included state and local workforce development professionals, private sector employers, educators, attorneys, computer specialists, social service staff, and others. Individuals, who volunteered but were not selected as taskforce members, received weekly taskforce minutes.

The Taskforces were charged with the aforementioned set of principles and empowered to use free thought and initiative to design a customer driven system. The taskforces were directed to build on the current One-Stop Career Center effort and focus on enhancing customer choice and service. Local control and design were the overall objective.

CUSTOMER BASED RESULTS AND ACCOUNTABILITY TASKFORCE

The purpose of the Customer Based Results and Accountability Taskforce was to develop simple and clearly understood outcome measures for local One-Stop Career Centers. The accountability measures reflect customer success in obtaining labor market information, job training, and employment opportunities.

EDUCATION - WORKFORCE DEVELOPMENT TASKFORCE

The purpose of the Education - Workforce Development Taskforce was to ensure that current linkages between workforce development programs and educational programs are maintained and new linkages are

developed to improve customer service and cost effectiveness.

HUMAN RESOURCES TASKFORCE

The purpose of the Human Resources Taskforce was to review the differing classifications and make recommendations that promote impartial policies and performance management systems that support all employees of the new Workforce Development System.

ONE-STOP CAREER CENTER TASKFORCE

The purpose of the One-Stop Career Center Taskforce was to build upon the current One-Stop Career Center initiative providing customers access to labor market information, job training, and employment opportunities through a seamless delivery of workforce development services.

SOCIAL SERVICES - WORKFORCE DEVELOPMENT TASKFORCE

The purpose of the Social Services - Workforce Development Taskforce was to create innovative systems designed to support individuals and families moving to economic security through the new Workforce Development System.

STATUTES AND LEGAL TASKFORCE

The purpose of the Statutes and Legal Taskforce was to identify the necessary changes to current Missouri law and regulations referring to state agencies providing employment and training programs to Missourians. **[Appendix p. 91]**

UNEMPLOYMENT INSURANCE - WORKFORCE DEVELOPMENT TASKFORCE

The purpose of the Unemployment Insurance - Workforce Development Taskforce was to develop a working relationship plan for the Regional Telephone Claims Centers and the One-Stop Career Centers to ensure the rapid re-employment of unemployment insurance claimants.

UNIFIED AUTOMATION SYSTEM TASKFORCE

The purpose of the Unified Automation System Taskforce was to advance the current One-Stop Career Center initiative to consolidate client tracking, customer service, quality, and cost control functions of the various state agencies currently providing employment and training programs.

UNIFIED BUDGET AND COST ALLOCATION TASKFORCE

The purpose of the Unified Budget and Cost Allocation Taskforce was to facilitate a unified budget and design a cost allocation plan for the new Workforce Development System.

COMMUNICATION

Communication was a critical component in formulating the new Workforce Development System. Therefore, an Internet site was created to allow job seekers, employers, and One-Stop Career Center employees an opportunity to influence the development of the new Workforce Development System. Taskforce information was posted on the Internet. All interested individuals were asked to respond to this information by providing their comments and concerns to the Transition Team. The Team passed

these responses on to the taskforces. Since July, 7,900 individual contacts on the Internet site have resulted in 156,000 pages of information being viewed. The Internet address is <http://wfd-info.works.state.mo.us>.

Missouri is also encouraging customers to participate in the design effort through focus groups. Focus groups are being held in six locations around the state. These focus groups are designed to allow job seekers and employers an opportunity to critique major concepts of the new Workforce Development System. The focus groups are also being held to obtain job seeker and employer ideas on how to improve service delivery.

ORGANIZATIONAL STRUCTURE

The following chart represents the organizational structure of the new Division of Workforce Development. The new Division's employees will assist customers with their employment and training needs in all local One-Stop Career Centers. Employees of the new Division will have merit system status. As illustrated, a director will lead the Division of Workforce Development and report to the Director of the Department of Economic Development. The Missouri Training and Employment Council will provide policy, operational, and accountability oversight to the new Division. The local Workforce Investment Boards will provide policy, operational, and accountability oversight to the One-Stop Career Centers.

Division of Workforce Development Organizational Structure

